



Missouri Annual Report PY15

Performance and Research Section
 State of Missouri – Division of Workforce
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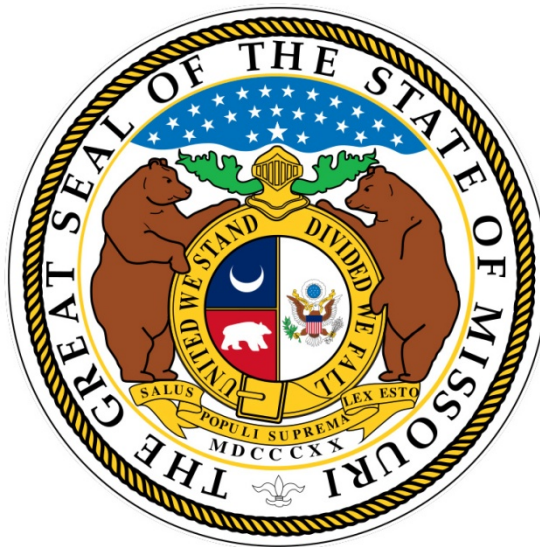
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Introduction

The following narrative provides a response from the State of Missouri to requirements established by the U.S. Department of Labor - Employment and Training (DOLETA) to provide an Annual Report on the activities funded and implemented by the Workforce Investment Act (WIA), Public Law 105-220. As such, this Annual Report is prepared with the content and format of the minimum required elements for staff within the Performance Unit of DOLETA. While this information is certainly available and may be used for public consumption, it is written for the audience of staff in the Performance Unit of DOLETA.

I. Compliance Overview

Assurance of Uniform Reporting

The assurances of uniform reporting for Missouri's Workforce Development system are found in the Missouri's Toolbox, Jobstat and Missouri Performs (MoPerforms) narratives. Each of these items is briefly described below and the performance reporting process follows to explain how these are deployed in Missouri.

Missouri's Toolbox

The Toolbox case management system was designed by Information Technology professionals who were thoroughly familiar with the Workforce Investment Act (WIA). As such, the system effectively mirrors the WIA Standardized Record Data (WIASRD) and captures data accordingly. This is a sound assurance that all required data elements are reported uniformly so that a state-by-state comparison can be made among various states. Changes to the WIASRD are maintained at all times, through updates to Toolbox.

JobStat

Missouri uses a JobStat workgroup comprised of subject matter experts (SMEs) from each of the fourteen workforce regions. This group is provided staff support by the Division of Workforce Development (DWD). The JobStat unit is responsible for continuously analyzing data, especially preliminary quarterly reports, and is staffed with MoPerforms experts.

MoPerforms

DWD Central Office staff use a custom software tool called MoPerforms for performance analytics. This tool provides the aggregation of all variables used in the WIASRD to generate required reports on the Common Measures; while DWD staff manually submits DOLETA quarterly reports. MoPerforms can also be configured for cross tabulation and analysis of any WIASRD variables to create management reports referred to as decision support for both state aggregate and each local region's data. Preliminary reports are used to verify and validate observations in the data.

Since PY14, MoPerforms has served an invaluable role in permitting Missouri to create a comprehensive and frequently available report series that permits a view and comparison of all the data elements required by the Civil Rights Center (CRC). This allows Missouri to implement analyses and subsequent policy in Equal Employment Opportunity and Affirmative Action. At this time, Missouri has a model that is leading the nation in its detail and utility for this purpose.

Also, added to MoPerforms over the last year: a comprehensive array of reports to allow an analysis of

Trade Act participants and program outcomes; enhancements on the ability to develop more detailed veterans reports to federal and state veteran staff for federal auditing and local veterans staff monitoring; and the aggregate analysis of defining the long-term unemployed population who have touched the workforce development system.

Continuous Improvement and Quality Assurance

DWD's Quality Assurance (QA) unit implements a Continuous Improvement Review program. Missouri has been successful with the annual Data Element Validation (DEV) required by DOLETA using QA staff to perform desk monitoring of data elements followed by on-site field reviews. In addition to Toolbox data, the QA team also accesses data from the Department of Social Services, the Division of Employment Security and the Department of Revenue; all of which strengthens the ability to streamline validation of data. From the WIASRD data in Toolbox to MoPerforms and the analysis provided by individual staff, the JobStat team and the QA unit in collaboration with the Performance Research Unit, Missouri produces data that is uniform and comparable in a state-by-state analysis.

The planned DEV process for PY15 will comply with the guidance from both Tegl 22-15 and Tegl9-14. The review will focus on key data elements with an emphasis on any element that had a failure rate last year of 5% or more. It will begin with desk monitoring, validating every element utilizing state agency databases to cross match data from other agencies as allowable source documentation. The preliminary findings will be discussed during an entrance conference. Once the rest of the elements are validated through file reviews, there is a soft exit to discuss findings. There is a formal exit once corrective action plans are developed. Plans may require revisions to local policies and procedures as well as staff training based on the analysis and effectiveness of the corrective action will be reviewed during the next program monitoring review.

A review spreadsheet for each of the 4 Title I funding streams will be utilized for every data element that has an effect on performance, demonstrates eligibility, and any other elements with significant error rates. This will reduce the number of data elements required by the EDRVS, thus allowing an increase to the sample size and a more complete review of the areas with previously identified deficiencies. The EDRVS sample size has been approximately 1,400 in recent years. The proposed methodology will generate a sample of 2,240. Each Local Area's sample will include 40 records from of the four funding streams. If a Local Area lacks enough exited records to complete these samples, additional records will be added to another Local Area with more exited records. Due to co-enrollment resulting in so many Adult and Dislocated Worker participants with only Core services and no DEV fails, only those who received training will be sampled.



II. Performance

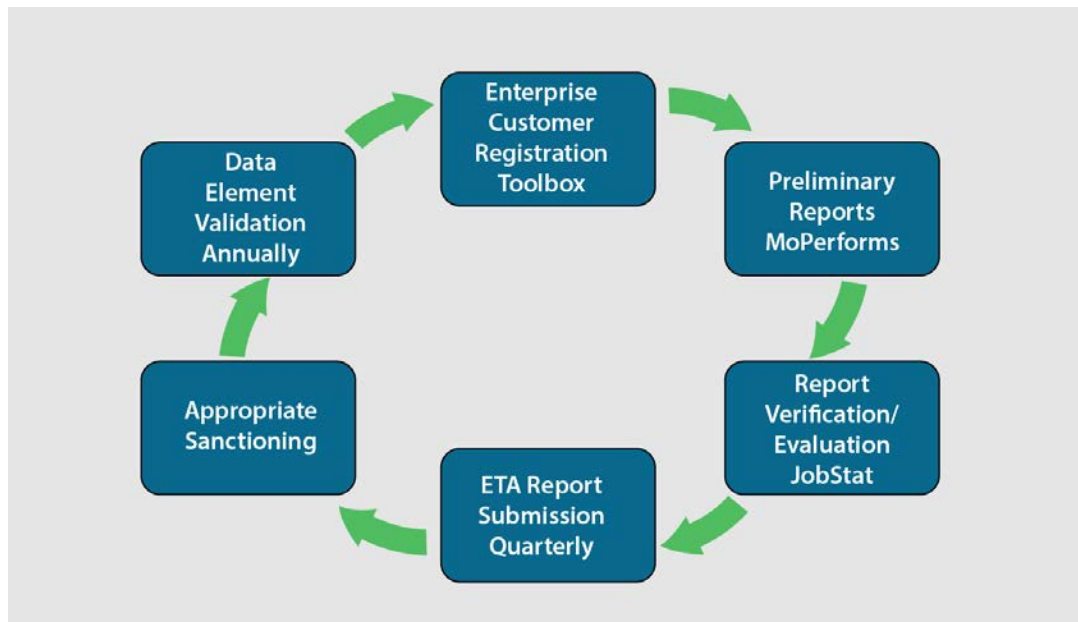


Figure 1 - Missouri's Workforce Performance Reporting Process

Missouri's Workforce Performance Reporting Process

The Workforce Investment Act (WIA) is administered by DWD, a division of the Department of Economic Development (DED). The workforce investment system recognized by the public in physical One-Stop Centers located statewide, branded as Missouri Job Centers-proud partners of the American Job Center network. Customers may also access the labor exchange job matching system online at: jobs.mo.gov.

Job Center job seeker customers access the system either online, where they create a basic registration and obtain information about Missouri Job Center services and programs or in-person where they can complete membership process and receive staff assistance to determine program participation and access additional services. Whether online or in-person, all customer data is stored in Missouri's Toolbox Enterprise system. The word "enterprise" embodies the function and concept that this software enables customer registration, tracks information for case management, and "populates" a file permitting the creation of performance reports.

Toolbox generates exactly the same data as the WIASRD that is required by the USDOL to be used for performance reporting. The WIASRD contains individual participant data that captures demographics; activities completed, and program outcomes. Graphic 1 indicates that Toolbox and the WIASRD are used to create preliminary reports. Missouri uses customized software from FutureWork Systems, a web-based application which helps State and Local Region staff in managing, tracking, reporting, and analyzing WIA performance data. The software, MoPerforms, permits the analysis of each element in the WIASRD by variables not required by DOLETA for performance reporting. This generates a preliminary performance report, but also allows custom data queries beyond the basic minimum reporting requirements. This information is then used for a wide range of program adjustments and performance management decisions.

Report verification and evaluation incorporates the JobStat team. JobStat is a team approach used in Missouri to ensure there is a WIA performance reporting subject matter expert (SME) in each of Missouri's fourteen workforce development investment regions. JobStat SMEs review the preliminary quarterly reports, communicate results and concerns to Regional Managers, and participate in quarterly JobStat meetings where issues are shared and monitored and performance management strategies are discussed. Reports are submitted to DOLETA on a quarterly basis after extensive staff verification and JobStat vetting.

After a review of regional any region achieving less than 80% of their negotiated goal on any common measure becomes subject to a sanction action. If the measure is not achieved for a given year, the region is required to develop a Technical Assistance Plan. For any measure missed for the second consecutive year, the region is required to submit a Performance Improvement Plan.

During this time, the DEV process is implemented. The DEV process involves reviewing samples of participant records against source documentation to ensure compliance with federal definitions. Missouri also benefits from the extensive "enterprise" nature of Toolbox in that many data validation tasks are conducted by a "desk monitoring" level review and partially completed by on-site validation auditing of client files.

Employer Satisfaction

A three question survey was distributed to 700 employers in the State of Missouri via mass email utilizing GovDelivery. Although not all employers completed the survey, **66%** of those who did respond are "very satisfied" with their services. No employers added comments to the survey.

The following questions were used in the survey:

1. Please rate your overall satisfaction with the services you received.
2. Considering all of the expectations you may have had about the services, to what extent have the services met your expectation?
3. How likely are you to use the Missouri Job Centers, jobs.mo.gov, or other Division of Workforce Development services?

Note: Satisfaction measures in serving employer indicate our system and products are of excellent quality, but the data is impacted by small numbers of responses. Primarily, satisfied employers made an effort to complete the survey and while fully 66% of those responding are very satisfied, this data is gathered from very few responding employers.

Customer Satisfaction for Job Seekers

Missouri is one of several states in compliance with the United State Department of Labor (USDOL) policy for reporting Common Measures. As such, it does not report an overall customer satisfaction measure in the WIASRD.

A three question job seeker customer satisfaction survey was implemented August 1, 2013. The survey reported here was distributed via e-mail to 147,911 participants using the mass email system, GovDelivery. The 147,911 participants can be described as anyone provided a service in the WIA

Adult program between July 1, 2015 and June 30, 2016. While the return rate for the total surveys distributed was less than 1%, the process did achieve a full survey response from 1,492 participants.

This process is efficient, easily modified and generates results in a timely manner. However, DWD is looking into other, more effective methods to increase survey response rates for both employees and job seekers. This is a learning process and the survey will need to be evaluated on a monthly basis. While the survey return rate is lower than hoped for, from the 1,492 responses we learned that:

- 52.1% of all of those job seekers responding were “satisfied” with the services received;
- 47% of all those responding indicated that services received “met their expectations” for the service;
- 56.2% of all those responding “would be likely to return to the Job Center” for services in the future.

Customer Satisfaction for Jobseekers Survey Results

Information based on the following:

Results contain responses from customers served January 1 – June 30, 2016

Number surveyed: 147,911

Number of Responses: 1,492

Question 1: What type of services did you receive?

Answer: Of the 1,492 job seekers who responded, 834 (56%) took advantage of both the online services (jobs.mo.gov) and the Missouri Job Center services.

Question 2: Please rate your overall satisfaction with the services you received.

Answer: 52% of the job seekers who responded were satisfied with the services they received.

Question 3: Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?

Answer: Of the 1,492 respondents with various levels of expectation, 702 (47%) were “satisfied” with the services they received.

Question 4: If you are unemployed, underemployed or looking to change careers in the future, how likely are you to go to a Missouri Job Center for more services?

Answer: More than 56.2% of job seekers (unemployed, underemployed, or looking to change careers in the future) reported they were likely to return to a Job Center for more services.

Performance Achieved-Missouri Job Centers

It is essential to understanding Missouri's performance reporting to first provide an overview of the Next Generation Career Center (NGCC) model. The implementation and configuration of serving customers under NGCC has impacted Missouri in a variety of ways, most dramatically in the number of customers served.

In July 2010, the Missouri Workforce Development system implemented the NGCC integrated skills-based service delivery model. Approval was granted by DOLETA for the use of a streamlined eligibility determination and documentation process for a two-year pilot program. Instead of customers separately accounted for in each WIA program, customers were core enrolled in every program for

which they were eligible (Wagner-Peyser, WIA Adult, WIA Dislocated Worker, etc). This process meant that for the first time all customer registrations were fully accounted for as having been provided a service.

Each registration constitutes a core service and subsequent services, called intensive and training. Youth were not co-enrolled across the range of other workforce programs primarily because of the difference in age and need; emphasizing activities more related to skill development, or education that work experience. Missouri research indicates the most significant factors for the declining number of participants are improvement to the economy in general and steadily dropping unemployment rate over the same time period.

The state saw a major increase in the number of individuals served because the NGCC model removed many artificial barriers to the immediate access to WIA funded services. In March 2012, Missouri was given approval to have the pilot extended for an additional two years because the NGCC process had significantly increase the number of individuals benefiting from WIA funded services while maintaining acceptable DEV results. Missouri has continued to show positive impacts with the NGCC pilot program and approval was granted in June 2014 to extend NGCC for an additional program year, allowing the state to continue using the NGCC model through June 30, 2015. The implementation of WIOA caused the State to seek temporary approval to proceed pending new DEV guidance.

Missouri's NGCC Performance

Table 1 displays the past 7 years of Missouri's WIA performance and the last 6 years of NGCC. The data reflects the significant increase in customers served when everyone is considered a participant minimally eligible for a core services. While the change is structural and does not directly reflect increased customer traffic, some of the increase was based on the "Great Recession's" impact to Missouri, beginning in 2008. Nevertheless, the count for Adult participants being served increased by 285,040 from 9,715 in PY09 to 294,755 in PY10, an increase of 2934.02%.

Table 1

Table 1: Staff Assisted in PY09-PY15. Note: These Counts cannot be added together for a total due to co-enrollment

	Adult	Dislocated Worker	Youth
Participants – PY15	163,480	45,730	3,192
Participants – PY14	181,602	85,804	3,801
Participants – PY13	240,674	139,361	4,637
Participants – PY12	308,771	184,267	5,442
Participants – PY11	345,460	211,913	5,697
Participants – PY10	294,755	186,441	6,053
Participants – PY09	9,715	13,990	5,805

An important indicator is to view the trend since implementation of NGCC. Table 1 shows a major increase for two years and then a decline for both Adults and Dislocated Workers. In the Adult Program, staff-assisted has declined some 68,097 participants, or -22.05% from PY12 to PY13, and even greater, by 59,072 or -24.54% during PY14. Over this past year, Adult staff-assisted has decreased by 9.98%. Dislocated worker has also declined, from 44,903 or 24.37% in PY13, 53,557 or 38.43% in PY14, and 40,074 or 46.07% in PY15.

Missouri became the last State in the nation to change its mandatory four week reporting law for Unemployment Insurance claimants in 2014. The system experienced a significant decrease in persons coming to Job Centers as a result of this change, because claimants were no longer required to come and report their job search. Like the nation, Missouri has experienced a significant reduction in the unemployment rate over these same time periods. In July 2016, Missouri's unemployment rate fell to 4.7%. The improving economy also has slowed job center traffic and thus reduced numbers served. While costs per person served have increased marginally, the State has continued to perform admirably under the common measures.

Workforce System Performance Data: Common Measures

Missouri has met or exceeded all of the statewide goals required in PY15 by attaining at least 92.8% of its negotiated goal in the areas of Adult, Dislocated Worker, and Wagner Peyser in Employment Rate, Retention and Average Earnings. From PY13 to PY15 each measure has increased anywhere from 1.38% to 8.9% in these areas. Adult Entering Employment was no less than 97.2% with the Average Earnings sitting at 102.1%. The Average Earnings for Adults increased from \$10,473 in PY2013 to \$11,994 in PY15.

Results were equally notable for Dislocated Worker, which achieved 92.8% for the Entering Employment Rate, and 95.8% in Average Earnings. Dislocated Worker Average Earnings increased from \$12,370 in PY13 to \$13,406 in PY15, an increase of 8.38%.

Although Missouri has continued to increase employment, retention, and earnings for its Adults, Dislocated Workers, and Wagner-Peyser customers, the Youth's Literacy and Numeracy measure fell short of this year's performance measures at 74.6%. The Youth Entered Employment Rate is at 101.4%, and Attainment is at 105.5%.

Eleven of fourteen Local Workforce Investment Boards in the State achieved 80% or better of their negotiated performance measures with Youth Literacy/Numeracy in PY15. Of the three that did not meet their performance rate in Literacy/Numeracy, percentages ranged from 45.0% to 65.6%. Youth Entered Employment Rate ranged from 88.9% to 115.4% and Youth Attainment Rate ranged from 84.0% to 168.0%. Four regions in Missouri did exceed Literacy/Numeracy by a significant margin, ranging from 166.7% to 250.0%.

On July 1, 2015, most provisions in titles I through III of WIOA took effect, making it the first full program year after enactment. During this time, regions focused on the WIOA regulations of In-school Youth, not realizing that the State of Missouri would be reporting on the Out-of-School Youth that sat idle.

Common Measures Performance History

Table 2: Missouri Common Measures Performance History PY 2013-PY 2015 under WIA

	PY 13 Planned	PY 13 Actual	PY 13 %	PY14 Planned	PY14 Actual	PY14 %	PY15 Planned	PY15 Actual	PY15 %
AD EER	65%	54.84%	84.40%	65%	58.03%	89.30%	65%	63.16%	92.70%
AD Retention	85%	77.64%	91.30%	85%	80.29%	94.50%	85%	81.41%	95.80%
AD Average Earnings	\$11,750	\$11,139	94.80%	\$11,750	\$11,430	97.30%	\$11,750	\$11,994	102.10%
DW EER	70%	59.61%	85.20%	70%	60.14%	85.90%	70%	64.94%	92.80%
DW Retention	90%	81.07%	90.10%	90%	83.09%	92.30%	90%	94.98%	94.40%
DW Average Earnings	\$14,000	\$12,370	88.40%	\$14,000	\$12,561	89.70%	\$14,000	\$13,406	95.80%
YTH Placement	70%	68.35%	97.60%	70%	74.33%	106.20 %	70%	70.97%	101.40%
YTH Attainment	67%	71.29%	106.40 %	69%	76.55%	110.90 %	67%	70.72%	105.50%
YTH Lit/Numeracy	60%	58.65%	97.70%	60%	59.66%	99.40%	60%	44.73%	74.60%
WP EER	65%	56.71%	87.30%	65%	61.00%	93.90%	65%	65.99%	101.50%
WP Retention	81%	78.74%	97.20%	81%	81.18%	100.20 %	81%	82.43%	101.80%
WP Average Earnings	\$12,000	\$11,495	95.80%	\$12,000	\$11,685	97.40%	\$12,000	\$12,271	102.30%

Program Operation Waivers

During PY15, Missouri had one waiver to implement DEV for Workforce Investment Act (WIA) Title 1B programs and the DEV requirements for the Workforce system programs Annual Report for (PY) 2015. Missouri implemented this waiver during data conversion from WIA to WIOA in the Missouri Virtual Once Stop System (MOVOS). The requirements for data validation require states to establish procedures consistent with the Department of Labor (DOL) and Economic Development (ED) guidelines to provide valid and reliable performance reports. This provides the State of Missouri additional time to facilitate appropriate planning to conduct the IT conversion and the DEV, which ensures accuracy of all future reports to USDOL.

Older Out-of-School Youth to use ITA's

Missouri began the transition of allowing Older and Out-of-School Youth to use Youth Program funds for ITA on January 1, 2015. Since this time, Out-of-School Youth age 18 who achieved a credential increased 700%. Out-of-School Youth age 18 and over had a 360% increase in establishing an ITA.

Last year credential attainment reached 76%. While the objective of the waiver was to directly increase Youth ITAs, data indicates little growth. Instead of reaching as many as 1,200 new Youth ITA participants, the data indicates less than 300 each year. While attainment was high, total planned enrollments were less than expected. This waiver ended December 31, 2015. DWD looks forward to implementing the provisions of WIAO wherein Youth aged 18 or older will already be encouraged to enroll in an ITA.

Workforce Investment Costs Relative to Performance

Noted on Tables 3, 4, and 5 are the costs of serving participants in the Adult, Dislocated Worker (DW), and Youth programs. Although you can see a noticeable drop in participants being served from PY13-PY14; the change from PY14-PY15 is noteworthy; Adult is only down 6.93%, while DW is at 46.71%, and Youth is at 16.02%, only a 2.1% drop. What is interesting is the drop in DW. With almost a 47% drop, this may be showing layoff and closures are on the decline and more dislocated workers are finding jobs.

With the unemployment rate at 4.70% in July of 2016, job seekers are more confident in the economy and are coming to the Job Centers looking for work, training opportunities, and other services. While the number of participants being served has dropped, the cost per participant served is rising each year, giving our participants more access to services that the job centers offer.

Table 3: PY13 Cost per Participant Served

PY13	Expenditure	Served	Per Served
Adult	9,910,925	305,457	\$32
Dislocated Worker	9,169,324	139,361	\$66
Youth	13,079,500	4,637	\$2,821

Table 4: PY14 Cost per Participant Served

PY14	Expenditure	Served	Per Served
Adult	10,495,765	267,561	\$39
Dislocated Worker	9,989,488	85,816	\$116
Youth	10,418,476	3,801	\$2,741

Table 5: PY15 Cost per Participant Served.*Includes only Program Expenditures

PY15	Expenditure*	Served	Per Served
Adult	11,079,318	249,029	\$44
Dislocated Worker	9,901,112	45,730	\$217
Youth	10,963,662	3,192	\$3,435

Return on Investment (ROI) for PY15

Since Missouri implemented the NGCC model, documentation has been streamlined and Job Center core services are available to any job seeker. This model has created a system that efficiently uses the funding from Wagner-Peyser and WIA Adult and Dislocated Worker programs to support the job centers and their products and services. Through this system, a simplified calculation of the Return-on-Investment (ROI) funds has been discovered.

Assuming that “all” of the funding received at the State level, except for Youth Program funds, is largely used to support NGCC and can be considered an investment, and since “all” of the Adult Wagner-Peyser Program staff-assisted customers can be considered beneficiaries of that investment, it becomes a matter of simple math to calculate ROI. Wagner-Peyser Program exiters who were in the “Average Earnings” measure (those exited from April 2014 to March of 2015 in this example) amassed total earnings of \$1,841,842,675. To arrive at an approximate annualized figure, the amount can be simply doubled. While that amount is not precise, for purposes of maintaining simplicity, it is a reasonable presumption.

The next step in the ROI calculation is to determine how much of the annualized figure can be considered ROI. It seems logical that these individuals would now be taxpayers, so looking at an average household tax rate of 17%, as published by the Internal Revenue Service, an approximate return of \$626,226,510 is produced. Using the NGCC model, accounting for all Wagner-Peyser, WIA Adult and Dislocated Worker program funds received by the state gives an annual total investment of \$43,690,700 (PY15). This calculation yields a return for WIA funds and Wagner-Peyser funds of \$14.33 in taxes paid back to the system for every dollar invested in the Missouri Job Center system by those placed in sustained employment.

This simplified ROI method would indicate that the NGCC model of serving all customers with essentially all available funds appears to provide an efficient and effective service delivery model with the potential to yield beneficial results. Moreover, it is more readily apparent and understandable to the public, especially to Congress and local legislators.

III. Equal Opportunity Demographics

Missouri’s workforce system is committed to nondiscrimination and equal opportunity for all programs and services offered through the Missouri Job Centers. The Local Workforce Boards are responsible for conducting an annual statistical analysis on every program and services offered through the jobcenters utilizing the 4/5th rule and the two-standard deviation formula. The local areas are responsible for investigating any discrepancies and implementing an outreach plan to address underserved populations.

Missouri’s Equal Opportunity Unit has been recognized by LEAD and National Association for State Workforces Agencies (NASWA) for innovative initiatives in Missouri’s workforce system highlighting equal opportunity topics in the following.

- The creation of equal opportunity grants for local areas to improve equal opportunity training, monitoring and compliance quality.
- The Missouri Interagency Transition Team (MITT) established to increase collaboration at the state, regional and local levels with the shared vision of improving employment, independent living, and postsecondary outcomes for Missouri students with disabilities.
- Show-Me Careers, a consortium of state agencies focused on supporting the seamless transition from school to inclusive employment or post-secondary education for youth and young adults ages 16-30 with intellectual and developmental disabilities.
- A regional annual *Accommodation for Success* event in the St. Louis area to help businesses recruit and employ individuals with disabilities.

- The unit obtained a technical assistance grant from the LEAD Center to improve services to individuals with disabilities, gauge customer satisfaction, and develop training for staff on compliance with the nondiscrimination provisions of the WIOA.
- The unit is creative with finding training resources, tapping partners such as Great Plains ADA Center, PROMO Missouri, Missouri's Vocational Rehabilitation services, and a number of Centers for Independent Living. The unit partnered with the Centers for Independent Living as a result of a "secret shopper" pilot, and was able to have intensive disability awareness training in all Missouri job centers.
- In order to bring awareness to the rights of all customers, the unit revamped its orientation process and added a mandatory webinar for staff and customers.
- Working with the State Monitor Advocate, the unit consolidated the Division's complaint process in order to ensure that all discrimination complaints were being identified.

Table 6: Missouri Equal Opportunity Demographics for PY14

PY 14	All Service Level	Staff Assisted	Core	Intensive	Training	Self Serve Only
All Participants	202,696	132,264	132,264	1,297	3,694	65,441
Male	103,055	71,372	71,372	621	1,906	29,156
Female	99,574	60,829	60,829	675	1,785	36,285
All Age	202,696	132,264	132,264	1,297	3,694	65,441
Age: 14-21	19,498	11,643	11,643	488	1,364	6,003
Age: 22-29	47,306	29,309	29,309	184	600	17,213
Age: 30-54	109,016	71,610	71,610	513	1,494	35,399
Age: 55+	26,862	19,690	19,690	112	236	6,824
All Race	202,696	132,264	132,264	1,297	3,694	65,441
American Indian	1,738	1,245	1,245	16	22	455
Asian	1,270	768	768	23	28	451
Black	49,881	38,284	38,284	510	864	10,223
Pacific Islander	530	407	407	1	7	115
White	136,511	84,293	84,293	690	2,560	48,968
Other	12,766	7,267	7,267	57	213	5,229
All Hispanic	202,696	132,264	132,264	1,297	3,694	65,441
Hispanic	5,924	4,144	4,144	37	104	1,639
n/a	253	170	170	5	78	
All Disability	202,696	132,264	132,264	1,297	3,694	65,441
Disabled	8,963	6,911	6,911	119	263	1,670
No Disability	191,127	122,776	122,776	1,172	3,408	63,771

Table 7: Missouri Equal Opportunity Demographics for PY15

PY 15	All Service Level	Staff Assisted	Core	Intensive	Training	Self Serve Only
All Participants	182,038	108,356	108,356	6,132	3,452	64,098
Male	92,615	58,715	58,715	3,032	1,624	29,244
Female	89,352	49,574	49,574	3,099	1,825	34,854
All Age	182,038	108,356	108,356	6,132	3,452	64,098
Age: 14-21	16,194	10,418	10,418	423	1,405	3,948
Age: 22-29	40,988	23,955	23,955	898	705	15,430
Age: 30-54	98,643	57,582	57,582	3,219	1,136	36,706
Age: 55+	26,203	16,396	16,396	1,592	206	8,009
All Race	182,038	108,356	108,356	6,132	3,452	64,098
American Indian	1,589	1,085	1,085	32	29	443
Asian	1,238	717	717	59	32	430
Black	47,064	32,188	32,188	1,216	1,082	12,578
Pacific Islander	575	409	409	14	7	145
White	121,048	67,864	67,864	4,561	2,114	46,509
Other	10,524	6,093	6,093	250	188	3,993
All Hispanic	182,038	108,356	108,356	6,132	3,452	64,098
Hispanic	5,532	3,613	3,613	151	113	1,655
n/a	66	26	26	7	33	
All Disability	182,038	108,356	108,356	6,132	3,452	64,098
Disabled	9,095	6,695	6,695	241	261	1,898
No Disability	170,755	99,607	99,607	5,790	3,158	62,200

IV. Special Programs Features

Show Me Heroes

Launched in 2010 by Governor Jay Nixon, the Show-Me Heroes Program is a cooperative effort between the Missouri Army National Guard and DWD. The Show-Me Heroes Program promotes the benefits of hiring Veterans and connects Missouri businesses with qualified job seekers with valuable military experience. To date, the program has connected more than 4,900 employers with more than 8,300 highly skilled and trained military job seekers.

As Missourians, we all acknowledge the great burdens and sacrifice our Armed Forces and their families have made in order to preserve our national security. We also recognize how Veterans and members of our National Guard and Reserves possess the degree of training, education motivation, and character that will prove vital to Missouri's economic future. Through the Show-Me Heroes Program, businesses pledge their support to actively recruit and consider veterans for available positions. Businesses are not required to have current job vacancies to participate in Show-Me Heroes. If and when positions do become available, Show-Me Heroes employers can use all Show-Me Heroes resources to connect with and recruit great military candidates. These employers are publicly listed by location at www.showmeheroes.mo.gov.

Any Show-Me Heroes employer that has hired at least one veteran, after taking the pledge, is eligible for the Flag of Freedom award. The Flag of Freedom award is a top honor presented to employers for fulfilling their Show-Me Heroes pledge. Each award plaque features an American Flag patch from the combat uniform of a Missouri National Guard member deployed in support of operations in Iraq or Afghanistan. Since 2012, 319 Flag of Freedom awards have been presented to Missouri employers.

Deployment can cause loss of income or significant hardship on military families. In cases where families encounter these challenges, Missouri Job Centers provide support to our service members and their spouses through career counseling, job-placement assistance, training assistance and referral to local resources. In 2012, Governor Nixon expanded the Show-Me heroes program by integrating it with our successful On-the-Job Training (OJT) program. OJT funding is set aside specifically to assist recently separated active duty service members. To date, 290 service members have been placed in employment through the Show-Me Heroes OJT program.



Work Ready Communities

A Certified Work Ready Community has job candidates in the pipeline with high-demand skills proven by the National Career Readiness Certificate (NCRC). The goal is to attract, retain, and develop a workforce with the education and foundational skills to succeed in the 21st century by utilizing the NCRC. It also shows that local employers care about hiring the best and brightest workforce a region has to offer. Voluntary CWRC participation is guided by key community leaders (local elected officials, economic development, business leaders, chambers, educators, and workforce development). Certification through the ACT Work Ready Communities initiative is based on all participating states and counties adopting the ACT Common Criteria.

To date Missouri has:

- 81 out of 114 Missouri counties are participating;
- 36 counties are Certified Work Ready Communities;
- Over 3200 Employers recognize NCRC;
- 79,000 job seekers have earned NCRC's.

For more information about Work Ready Communities visit: <http://workreadycommunities.org/MO>

V. Conclusion for the Future

Missouri is implementing and reviewing WIOA. The "opportunity" provided by this new legislation to supplant WIA is not only challenging, but welcomed because it is so timely. Missouri's enterprise database and customer registration system must be transformed to accommodate new customers under the WIOA and integrate data into performance reporting. Since the existing infrastructure and features of the software, such as programming based in Oracle, have run their useful course, Missouri procured vendor provided software as Toolbox replacement. With WIOA implementation beginning in July 2015, this was an opportune time to adopt new system and integrate reporting for new partner agencies. The future Toolbox replacement challenge will be in maintaining the WIASRD nature of the database, while also seeking the analytical capacity of MoPerforms.

Missouri remains committed to the integrated nature of WIOA service delivery and believes it has the ability to create an exemplary model of implementation based on our prior experiences with the NGCC model. The concept of WIOA "registering and co-enrolling participants" is just one example of integrated tracking that is believed to enable an effective reporting of both performance outcomes and continued use of decision-based management tools.

WIOA

Missouri formed a Statewide Steering Committee in 2014 to create a vision for Missouri's WIOA system, ensure consistent communication among partners and provide leadership to the workforce system. Directors from the core partner programs (see below) meet regularly to assess WIOA implementation and provide guidance to workgroups which focus on: service design and delivery, business engagement, technology, data and outcomes, youth services, one-stop certification, infrastructure funding, and a state plan team.

Division of Workforce Development

Title I: Adult, Dislocated Worker & Youth
Title III: Wagner-Peyser (Employment Services)
Jobs for Veterans Grants
Trade Adjustment Assistance Programs

Department of Elementary and Secondary Education Adult Learning and Rehabilitation Services

Title II: Adult Education and Literacy
Title IV: Vocational Rehabilitation

Department of Labor and Industrial Relations

Unemployment Compensation Programs
Trade Adjustment Assistance Programs

Department of Social Services

Title IV: Rehabilitation Services for the Blind
Temporary Assistance for Needy Families
SkillUP (SNAP)
Community Services Block Grant

Vision

Missouri's WIOA partners will build an integrated, demand driven workforce system that leads to self- sufficiency.

Goals

- Overcome employment barriers
- Maximize efficiency and access to services
- Develop career pathways
- Place a strong emphasis on employment retention
- Engage employers to meet their needs

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY users can call (800) 735-2966 or dial 7-1-1.

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